

Recruitment Toolkit for Managers

The goal of the recruitment process is to attract, recruit, develop, and retain the very best talent who successfully strengthen the teaching, research, and administrative functions of Rutgers University-Camden.

The following toolkit will provide managers with the information they will need to successfully hire the right person in the right position.

Once the position is posted and you have identified your search committee and are ready to begin reviewing applicants, there is a process that should be followed to ensure compliance with all University policies and procedures as well as federal, state, and local laws and regulations. Hiring managers should consult the HR department with any questions or concerns.

SCREENING APPLICANTS

ROCS makes it easy to work with your search committee on screening applicants. Some important things to remember as you begin screening the applications:

- Any internal candidates that are in the same union as the position AND meet the minimum qualifications of the job must be interviewed first. The minimum qualifications of a position are listed on the CARF or in ROCS under *Minimum Education and Experience or Required Knowledge, Skills, and Abilities*. An internal candidate who is in the same union can be from any Rutgers campus, not just Camden.
- Once all qualified internal candidates are interviewed, the department may begin screening external applicants.

Please see the “**ROCS Applicant Reviewer**” attachment on how to move applicants through the workflow in ROCS.

Once you have identified those applicants whom you would like to interview, it is recommended that an initial telephone interview take place (whether it is an internal or external applicant). This telephone interview will allow you to get the basic information out of the way such as salary needs, work schedule, etc. and may narrow down your applicant pool a bit. This can be done prior to the involvement of the search committee in order to utilize their time wisely.

CONDUCTING A PHONE INTERVIEW

Some items to consider:

- Schedule the call for no more than 20 minutes
- Review the applicant's resume and other materials
- Prepare questions such as:
 - Why the person is interested in leaving current job
 - Salary needs
 - Work schedule
 - One or two technical questions about position
 - One or two behavioral questions to determine fit
- Inform the applicant that you are performing a preliminary interview
- Review the job details
- Provide candidate with information about the next step in the process
- Thank the candidate for their time

INTERVIEWING TIPS

The goals of the interview process are to gather information, create a positive image of the department/university, present a realistic description of the position, ensure that all applicants have been treated fairly and consistently, establish a record in the event the selection decision must be justified, and, ultimately, select a qualified candidate.

Preparing for the Interview

Several steps are necessary in preparing for an interview.

Identify Selection Criteria: The search committee should review the responsibilities of the position and reach agreement on what education and experience requirements are necessary, as well as the required behavioral qualifications (e.g., communication skills, teamwork, and customer service).

Develop Appropriate Questions: The interviewer(s) should develop job-related questions that will be asked of all applicants to probe their education, level of related experience, and other attributes required for the position. You may also want to ask questions that will help you determine if the candidate has a strong service excellence orientation. We have provided you with some sample interview questions below.

Illegal Questions: It is Rutgers University's policy to provide equal employment opportunity to all its employees and applicants for employment regardless of their race, creed, color, national origin, age, ancestry, nationality, marital or domestic partnership or civil union status, sex, pregnancy, gender identity or expression, disability status, liability for military service, protected veteran status, affectional or sexual orientation, atypical cellular or blood trait, genetic information (including the refusal to submit to genetic testing), or any other category protected by law.

With this being said, certain questions cannot be presented to an applicant. We have provided you with a sample of these questions below.

Topic	Unacceptable	Acceptable
Military Service	<ul style="list-style-type: none"> • What type of discharge did you receive? 	<ul style="list-style-type: none"> • What type of education or training did you receive while in the military? • In what branch of the armed services did you serve?
Disabilities	<ul style="list-style-type: none"> • Do you have any disabilities? • When did you lose your eyesight/leg/hearing? 	<ul style="list-style-type: none"> • Are you able to perform the essential functions of the job you are applying for?
Age/Date of Birth	<ul style="list-style-type: none"> • How old are you? • When did you graduate from high school? 	<ul style="list-style-type: none"> • Are you over the age of 18? • Are you legally eligible for employment in the United States?
Affiliations/Religion	<ul style="list-style-type: none"> • What clubs or organizations do you belong to? • Do you go to church? 	<ul style="list-style-type: none"> • What professional or other organizations that you belong to do you consider relevant to your ability to perform this job? • Are you available to work any schedule?
National Origin/Citizenship	<ul style="list-style-type: none"> • Where were you/your parents born? • What is your native language? • Are you a US citizen? • What is your country of citizenship? 	<ul style="list-style-type: none"> • Are you authorized to work in the US? • Will you now or in the future require sponsorship for employment visa status?
Race/Color/Origin/Sex/Gender	<ul style="list-style-type: none"> • All questions are illegal 	<ul style="list-style-type: none"> • NONE
Marital/Family Status	<ul style="list-style-type: none"> • Are you married or do you have a partner? • What are your child care arrangements? • With whom do you live? 	<ul style="list-style-type: none"> • Do you have responsibilities or commitments that would prevent you from meeting specific work schedules?
Reliability/Attendance	<ul style="list-style-type: none"> • Do you own a car? 	<ul style="list-style-type: none"> • What hours and days are you available to work?

Establish Rapport: A cordial greeting and suitable introductions will establish rapport and help create a pleasant atmosphere. Following the greeting, some “small talk” is usually of value to relax the applicant and help establish open communication.

Gather information: Interviewing requires listening, probing, reflecting, summarizing, and evaluating skills. Ideally, the interviewer should talk only about 25 percent of the time. Avoid asking questions that require only “yes” or “no” answers or multiple choice questions, since that means you are leading the conversation. Ask open-ended questions that encourage the applicant to express ideas and provide information. Ask follow-up questions that encourage further conversation. Open-ended questions start with “tell me about....please discuss....explain how....tell me more about...” and encourage the applicant to elaborate.

Describe the position and the organization: Provide sufficient facts, both favorable and unfavorable about the position and the department in a straightforward manner so that the applicant can make an intelligent decision about the acceptability of the position. Use caution in describing the position. Do not assure the applicant that if hired, he/she can count on a long career or that there are no layoffs. Discussion of salary, promotional opportunities, and job security issues must be carefully worded. Do not make promises you do not have the authority to make.

Answer questions and allow the applicant to add information: The applicant’s objectives are to gather information about the position and promote him/herself for the position. Provide the opportunity for the applicant to accomplish these objectives.

Conclude the interview: Thank the applicant for his/her time and explain what will happen next. Tell the applicant when the hiring decision will be made and how it will be communicated.

Sample Interview Questions

All Positions

Motivation

- What should a manager do to motivate others? Why does it sometimes fail?
- What have you done that has demonstrated a high level of initiative?

Creativity and Innovation

- Which have you preferred to work with – a set, planned day, or a day you can create for yourself? Why?
- Give me an example of when you thought outside of the box. How did it help your employer?

Career Goals

- How do you feel about the progress you’ve made in your career to date?
- What aspects of your career have not lived up to your expectations?

Stress

- How do you handle the need to juggle priorities or projects?
- Name a time when your patience was tested. How did you keep your emotions in check?

Problem Solving/Analytical Skills

- Can you describe how you go about solving problems? Please give us some examples.
- How do you go about setting priorities for your time?

Ability to Learn

- What would you expect from us to get you oriented or trained in this position?
- Tell us how you would learn your new job in the absence of a formal training program.

Dependability

- What do you consider the three most impressive tangible contributions an employee can make to his/her employer?

Communication Skills

- Describe how you like to be managed.
- What sorts of things do you feel are important for an employee to share with a manager? And vice-versa?

Conflict

- What is the best way to handle problems and complaints that arise on the job?
- How do you fight? (In other words, when faced with an opposing opinion, how do you respond?)

Previous Employment

- What were your major responsibilities in your last position?
- Are you doing a good job in your present position? How do you know?
- What do you expect your previous employers to say about you when we call them for references? Why?

Managerial Positions

Decision Making

- At which point do you find it necessary to bring others into your decision-making process? Why?
- How much leeway do you give your employees to make decisions? How do you still maintain control?

Accountability

- How do you make sure that your employees are held accountable?
- How useful have you found written procedures and guidelines in helping you manage your area?

Financial

- What responsibility do you have for budgeting in your current position?
- Tell me about a time when you had to prioritize limited resources? How did you do it? What worked and what did not?

Leadership

- How do you get your employees (or others) to follow you?
- How do you delegate responsibility for an assignment? Who do you choose? What and how do you delegate, and what do you monitor and follow up?
- Describe your management style.

Evaluating Performance

- How often do you evaluate your employees?
- How do you measure performance in your area?
- How do you get your employees involved in their own evaluation?

Organizational Relationships

- How would you deal with “politics” in a work place?
- How do you typically get cooperation from someone in another department?

REFERENCE CHECKS

Reference checking is an essential part of the selection process. References provide valuable information about a candidate’s performance, helps you rank candidates, and assists in making your final decision. After completing all interviews, and prior to making a hiring decision and commitment, check the references of the final candidate(s). The following guidelines are offered to assist you in this process:

- You should state during the interview with a job applicant that references will be checked. Do not only rely on letters of reference or personal references provided by the applicant.
- A telephone reference check takes less time than a written reference check and usually more information is gained. Forms may not uncover negative information and employers may hesitate to put into writing what they may say in a conversation.
- The hiring supervisor is usually the best one to make the call because he/she is most familiar with the information obtained from the candidate and the responsibilities of the job. Supervisors should be prepared with a written list of job –related questions (see below) and be consistent in the questions asked. Questions concerning race, religion, national origin, ancestry, sex, sexual orientation, marital status, age, or disability cannot be asked.
- When calling a candidate’s reference, identify yourself and tell the reference about the position for which the candidate is being considered.
- To gain as much information as possible let the reference speak without interrupting. If the reference pauses in the conversation, it may mean he/she has other information they are hesitant to share. Get them to talk about everything that would be helpful, but only ask for information that will be used in the hiring decision.

- Ask only job-related questions and document all answers. Avoid questions that can be answered “yes” or “no.” Ask for specific information – “Tell me about this person’s attendance and punctuality.”
- If the reference is reluctant to provide information, ask if he/she will verify the information read from the candidate’s resume or employment application.
- One of the most important questions to get answered is if there is any reason the organization would not rehire the individual.
- Check multiple references whenever possible.

Sample Reference Check Questions

- How long have you known {candidate} and in what capacity?
- Describe the candidate’s overall work performance in terms of skills, quality, and contribution to your organization.
- What are {candidate} strengths and areas for development?
- Please describe overall work / performance in terms of attitude, dependability, and trustworthiness.
- Is {candidate} someone you would hire again?
- Why did {candidate} leave your organization?
- Is there any additional information that you feel we should know in considering {candidate} for employment?

MAKING AN OFFER

Upon completion of the recruitment process the offer to the selected finalist is made. Work with Camden HR to ensure the salary adheres to all University policies and procedures, union regulations, and federal, state, and local regulations.

Whenever possible, it is recommended that your best offer be made the first time to the candidate. Be sure to include the TOTAL compensation package (in addition to salary) such as paid time off, health benefits, retirement benefits, and tuition remission.

Despite your best offer, there may be instances where the applicant declines based on salary. The department may make a counter offer provided the amount is within the approved budget amount. It is recommended that the department work with Camden HR to ensure it still adheres to all policies, procedures, and regulations.